

DD/S 71-2717

12 JUL 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : Follow-On Actions to Inspector General's Survey
of the Office of Personnel

REFERENCE : Report of the Inspector General's Survey of the
Office of Personnel, April 1971

1. The reply to the report of the Inspector General's Survey of the Office of Personnel contained several items requiring follow-on action by the Office of Personnel. Keyed to the recommendations in the Survey, these actions are:

Recommendation No. 3

Establish a more definitive plan which will identify the academic skills needed to provide a balanced staff and require SP careerists undergoing training to take those courses that are most needed by the Office of Personnel.

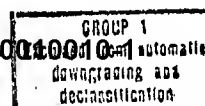
Recommendation No. 4

Plan and initiate an internal Office of Personnel training program for new careerists, designed to give such careerists a knowledge of fundamental skills and of the Office of Personnel.

Recommendation No. 5d

Make a study to determine the feasibility of conducting all recruiting on a TDY basis from Headquarters.

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Recommendation No. 8

Prepare a paper recommending turnover to the Deputy Director for Plans the responsibility for continuation of the civilian reserve program for DDP personnel and discontinuing remainder of this program.

Recommendation No. 9

Prepare a paper directing Selection Branch personnel to visit operating components on a scheduled basis.

Recommendation No. 11c

Prepare a paper directing Chief, Clerical Staffing Branch to canvass all components of the Agency annually for unclassified work to be performed by clerical employees in process at TAS.

Recommendation No. 11d

Seek professional advice in planning and submit a proposal for improving the decor of the TAS.


Recommendation No. 14

Initiate prompt action to establish a system ensuring positive and continuous control and location of all Official Personnel Files.

Recommendation No. 16

Perform a study of the workload demands upon the Central Processing Branch subsequent to overseas personnel reduction programs, such as BALPA and OPRED, to determine the manpower needs of the Branch.

2. May I have a report of your progress in accomplishing these objectives within thirty days of the date of this memorandum and at subsequent thirty-day intervals thereafter until all actions have been completed.


John W. Coffey
Deputy Director
for Support

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RECOMMENDATION NO. 3

Establish a more definitive plan which will identify the academic skills needed to provide a balanced staff and require SP Careerists undergoing training to take those courses that are most needed by the Office of Personnel.

1. One of the current efforts to better identify academic skills needed by SP Careerists is the specification of training needs of individual employees in Development Gap Sheets. (The Gap Sheets list assignment and training requirements which individuals in the SP Career Service should next receive as determined by supervisors and the Career Board.) We are currently collating Development Gap Sheets received for all employees in grades 12, 13 and 14. Gap Sheets will later be prepared for all professional Personnel Careerists. An example of the Gap Sheet is attached.

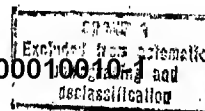
2. In preparation of the final collation of the Gap Sheets, we have considered the following general areas of study in terms of providing a basic academic foundation for the professional personnel officer:

- Principles in Personnel Management
- Introduction to Data Processing
- Principles and Problems of Public Relations
- Motivation Factors in Personality
- Personnel and Industrial Psychology
- Group Discussion and Conference Leadership
- Business and Economic Statistics
- Advanced Administrative Management
- Quantitative Factors in Administration
- Human Behavior in Organizations
- Manpower Management
- Principle of Management
- Business Law

3. Data obtained from the Gap Sheets will, we believe, pinpoint individual academic needs relating to the specific areas of recruitment, selection, classification, evaluation and training. Attached is a summary of those courses thus far approved by the Personnel Career Service for its officers as well as a schedule of courses offered by local universities. Reviews will be conducted to determine the more meaningful courses to our careerists on an individual basis to provide a more definitive plan for future external training arrangements.

4. Additional interim reports will be provided as the above actions continue until the above actions are completed.

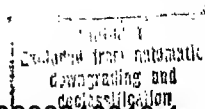
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RECOMMENDATION NO. 4

Plan and initiate an internal Office of Personnel training program for new careerists designed to give such careerists a knowledge of fundamental skills and of the Office of Personnel.

1. We are presently engaged in studying and developing a more structured program for providing a broader knowledge of functional skills to Personnel Careerists. While the Inspector General's recommendation specifies a training program for "new careerists," this project includes programs for all careerists and will be structured in a manner to provide the greatest amount of participation in the training sessions as possible. We have already identified a number of training topics and methods that might be used and we now propose to discuss these not only with Division Chiefs, but with a number of Personnel Careerists in order that the program will be most responsive to both managerial and personnel needs and interests.
2. Attached is a general outline of the project and an outline providing illustrations of content and possible approaches that could be used.
3. We will continue to report progress of action with regard to this recommendation.



Recommendation No. 5d

Make a study to determine the feasibility of conducting all recruiting on a TDY basis from Headquarters.

1. Such a study must begin with some indication of the dimensions of the recruiting job, and some assumptions. First, we assume that the Agency will remain relatively stable in size and composition for the next few years; and that staffing experience in FY's 1970 and 1971 indicates generally what will be required of recruiters in the foreseeable future. We assume further that it will be both necessary and desirable to continue a nation-wide recruitment program.

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2. In FY 1970 we entered on duty [redacted] staff personnel, of whom [redacted] could be attributed directly to Recruitment Division sources. In FY 1971 staff accessions totaled [redacted] came via Recruitment Division. This volume of input, matched against losses which were greater, brought the Agency within easy range of its FY 1972 ceiling. Components henceforth will be able to work toward a balance in their staffing gains and losses. We estimate conservatively that EOD requirements for the next few years will be on the order of [redacted] per year, of which at least 85% will have to be supplied by the recruiters.

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a. It covers the entire country. Listed are the numbers of applicants, by State of permanent residence, regardless of where they were at the time of recruitment. This reflects the distribution and broadly representative character of our input.

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b. It is a continuous activity throughout the year. There are seasonal variations in the numbers of cases produced per month, but there are no periods of inactivity. Data concerning the range and average numbers of cases produced each month are posted only for the regions in the Western two-thirds of the country; it is with respect to this extensive geography that the economics of recruitment methods are most important.

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4. Not reflected in the foregoing statistics are the many local-level actions taken by field recruiters on special interest or "flap-potential" cases, either to protect or enhance the Agency "image;" coordination and/or collaboration with [REDACTED] OS, [REDACTED] and other CS elements in the field on matters which may or may not show up in recruitment production; and the numerous spotting and referral actions in which leads are identified and referred to CS elements for covert follow-up. In these latter instances we have no record of the eventual action taken, but these informal referrals average close to 200 per year. These services arise from the recruiters' presence in the field, their detailed and current familiarity with their territories, and their knowledge of the gamut of Agency requirements.

5. The foregoing paragraphs serve mainly to outline the scope and extent of the recruitment activity, the results achieved, and some of the related or incidental purposes served by maintaining regional representation. We look now at some of the cost/efficiency factors involved in considering the feasibility of a TDY operation. Let us assume a recruitment force of the size currently authorized for FY 1972.

a. Salaries. No difference.

b. Space. There is no cost to the Agency for space occupied by regional recruiters. If all operated out of Headquarters, space would be required for 12 more Professional Recruiters, plus 2 staff and 2 contract Clerical Recruiters.

c. Telephone Service. Up to 10 additional extensions would be required at Headquarters to handle a high volume of long-distance calls.

d. Secretarial Services. Professional Recruiters in the field have part-time contract secretarial help. At Headquarters one full-time secretary would be required for two recruiters to handle the clerical work load.

e. Safes. Safes presently in field offices would have to be moved or otherwise disposed of. Up to 10 additional safes would be needed at Headquarters.

f. Office Equipment, Supplies, Postage, etc. Essentially the same.

6. It is in the area of Travel that relative cost/efficiency factors are most apparent. Recruiters would be assigned areas of geographic responsibility in any case because of the importance of continuity in developing and dealing with sources. TDY travel, especially west of the Mississippi, would be neither economical nor efficient for one-or-two-day visits to a given region. Trips of 7 or 8 days would be desirable to permit adequate coverage and source development. Efficient use of time during prolonged trips would involve costs in addition to public transportation such as car rental, use of hotel accommodations for interviewing, week-end per diem, etc., to say nothing of wear and tear on the recruiter. The regionally based recruiter, on the other hand, can cover his territory through shorter trips and achieve continuing coverage at less cost and less strain on self and family life. As an example for purposes of cost comparison, let us look at the region embracing Iowa, Missouri, Kansas, Nebraska and Arkansas--the geographic center of the United States--which is covered at present by a recruiter based in [REDACTED] Attached (Attachment 2) 25X1A6a are two travel vouchers marked #1 and #2. #1 is an actual voucher submitted by the resident recruiter at [REDACTED] for the month of December 1970. During the first 18 days of that month he made two trips out of town, of approximately 3 days duration each, to engage in college recruiting, military source development, clerical recruiting, and to interview candidates who had written either to Headquarters or to himself and who looked promising. His itinerary included points in Kansas, Nebraska and Iowa, at a total travel cost of \$257.70. The rest of the time he was in [REDACTED] 25X1A6a preparing applicant cases, interviewing applicants, corresponding with applicants and with Headquarters, and developing sources and leads in the [REDACTED] area. His total vouchered expenses for the month were \$299.59. Voucher #2 represents a simulated 8-day period during which a TDY recruiter would travel out of Headquarters and cover the same itinerary, for the same purposes, as #1. His travel costs would be \$493.28. Upon his return to Headquarters from this trip, he would have to follow up by telephone and correspondence on contacts made, await responses from applicants seen, and start making arrangements for another visit to the region.

7. Other factors to be considered include:

a. The impact of frequent TDY, including weekends, on Recruiter force stability. Many men left recruitment in the 50's when much of it was done on a TDY basis, because of the strain and the disruption of family life.

b. Recruiters, like other Agency employees, are under mandate to avoid the possibility of hijacking. A few presently can and do fly, but if flying mainline planes they may not carry documents, forms or even brochures that associate them with the Agency. All recruiters could fly out of Headquarters under the same restrictions, but an additional administrative burden would be created by the necessity to cache recruiting materials all over the country, and the risk of hijacking would increase.

c. A Headquarters-based operation would impair our ability to respond quickly to Special Interest cases and to the special requirements that are levied on field recruiters by operating components.

8. The foregoing facts and factors suggest that there would be no advantages in either efficiency or economy in conducting all recruitment on a TDY basis from Headquarters and that a change to such a method of operation therefore would not be feasible.

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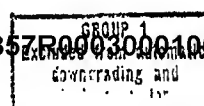
Recommendation No. 8

Prepare a paper recommending turnover to the Deputy Director for Plans the responsibility for continuation of the civilian reserve program for DDP personnel and discontinuing remainder of this program.

Attached is a draft memorandum which the Director of Personnel might send to the Executive Director-Comptroller to accomplish the purposes of the recommendation. The draft has not been coordinated formally with the DD/P, but it was discussed with [REDACTED] the 25X1A9a officer within OPSER, [REDACTED] who is mentioned in paragraph 4, and [REDACTED] 25X1A9a stated that it is consistent with the DD/P's wishes.

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RECOMMENDATION NO. 9

Prepare a paper directing Selection Branch personnel to visit operating components on a scheduled basis.

Attached is a memorandum from the Deputy Director of Personnel for Recruitment and Placement for Chief, Staff Personnel Division directing Selection Branch and Placement Branch personnel to visit operating components on a scheduled basis.

